RJ Reynolds
Tobacco Company

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To: Greg Brown
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Steve Grossberg
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Lanny Wolfe
Audrey Evanchik
Jim Guaneri
(Note: DM's share this info. with RM's)

Subject: Salem Cigars (Confidential ... Do not share with customers yet)

Dear Managers,

As information, I've enclosed a copy of the Salem Cigar Introduction Fact Book. As you will see after reading the information, this introduction is very targeted to the high volume "True Cigar Stores" in the Salem test area. We're not going after high distribution numbers this time ..... a limited number *(Max. of 1,000 stores)* of retail outlets that currently have a very strong business with mid to premium priced cigars. The stores that sell a lot of low-priced cigars *(Philly Blunts)* are definitely "NOT" our targets!

The complete Cigar introduction is designed to be worked as a "turn key program" for the Jobber Sales Representatives. When looking at our direct accounts, this can be accomplished with our larger DA's that do actually have Jobber Salesmen, however in the area where cigars do the best *(mid-town and lower Manhattan)*, the primary suppliers do not have salesmen. That's the reason why we designed the program to include SR's that will prebook targeted stores for 4 direct accounts *(with no salesmen)*.

As we get closer to the introduction date, we will provide updated information on which direct accounts have the cigars *(not all will due to limited inventory and the max. of 1,000 locations)* and the target stores that your Sales and Territory Representatives should prebook. At the same time, keep you eyes and ears open for potential good retail outlets in your area that we should add to the target list.

If you have any questions, please give me a call.

Sincerely,

Mark Young

cc: Rory O'Rourke
Moulton / Perez / Reuter / Groll (no attachment)

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Source: https://www.industrydocuments.ucsf.edu/docs/jrpn0000